

Management Response



Management Response overview: System-Wide Evaluation on Progress Towards a 'New Generation of United Nations Country Teams'

2 December 2025

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Preamble

The United Nations Sustainable Development Group (UNSDG) welcomes the findings of the System-Wide Evaluation (SWE) on Progress Towards a New Generation of United Nations Country Teams (SWE0-2025-001) as a timely opportunity to strengthen collective delivery and enhance system-wide coherence.

The present management response is grounded in the mandates of General Assembly resolution 72/279, which *inter alia*:

- Establishes a “revitalized, strategic, flexible and results- and action-oriented” United Nations Sustainable Development Cooperation Framework as “the most important instrument for planning and implementation of United Nations development activities in each country, in support of the implementation of the 2030 Agenda”.
- Requests “a new generation of UN country teams, with needs-based tailored country presence, to be built on the [Cooperation Framework]”, with “the best configuration of support on the ground as well as enhanced coordination transparency, efficiency and impact of UN development activities, [...] based on country development priorities and long-term needs and the Cooperation Framework, in accordance with the principles of the Charter of the United Nations and United Nations norms and standards”.
- Asks the Secretary-General “to strengthen the authority and leadership of RCs, as the highest-ranking representative the UN development system, over UN country teams, and system-wide accountability on the ground for implementing [Cooperation Frameworks] and supporting countries in their implementation of the 2030 Agenda.”

As further outlined below, relevant elements of the present management response will be taken forward under the oversight of the UN system-wide working group on country configuration and regional reset, established by the Secretary-General and chaired by the Deputy Secretary-General. Other elements will be taken forward by the United Nations Sustainable Development Group (UNSDG), under the coordination of the Development Coordination Office (DCO), or by individual UNSDG entities, as appropriate.

Overview of all recommendations and UNSDG-wide and management response

Recommendation	UNSDG management responses
<p>Recommendation 1</p> <p>The UNSDG should develop clear proposals for a recalibrated approach to Cooperation Framework delivery to strengthen implementation, ensure the UNCT operates transparently <i>throughout</i> the cycle, reduce transaction costs, and increase flexibility. The proposals should be focused on ensuring Cooperation Frameworks are 'revitalized, strategic, flexible and 'action-oriented' (as reiterated in the 2024 QCPR - op 83) and should be informed by the conduct of a rapid review to identify the changes needed and define a clear way forward.</p>	<p>The UNSDG accepts this recommendation and will launch a review of the UN Cooperation Framework guidance, to be led by DCO in consultation with UNSDG entities. The review will define clear proposals for a recalibrated approach to Cooperation Framework (CF) delivery, addressing as relevant the evaluation findings for review and approval by UNSDG Principals. The recalibrated approach will take into account the need to preserve existing tools for measuring systemwide accountabilities where relevant.</p>
<p><i>Timeline: by Q4 2025 – Q1 2026</i></p>	<p>Action Lead: UNSDG with Secretariat support by DCO Q3 2025 to Q4 2026</p>
<p>Sub-Recommendation 1.1</p> <p>To enhance the effectiveness, accountability, and collective impact of the UNCT, the UNSDG should redefine the approach to Cooperation Framework implementation.</p> <p>The aim should be to progressively increase the extent to which UNCTs provide more integrated, strategic and transformative development support over time, taking account of the following points:</p> <p>The Cooperation Framework design process should be a lighter and swifter exercise than in current practice. The Cooperation Framework should</p>	<p>The UNSDG partially accepts this recommendation, noting that full endorsement will be dependent on UNSDG Principals' approval of options tabled following the review of the CF Guidance. The proposed review of the Cooperation Framework guidance will yield options to redefine how Cooperation Frameworks are implemented to enhance UNCT effectiveness, accountability and collective impact, taking into account the following points:</p> <p>(1) Aiming to streamline the Cooperation Framework design process into a lighter, faster exercise that yields a high-level, multi-year UNCT offer.</p>

continue to provide a high-level articulation of the multi-year UNCT “offer” in response to the common country analysis and national priorities; but it should no longer be required to provide a comprehensive results framework for all existing and anticipated activities.

UNSDG entities should continue to demonstrate how their country programming instruments, and country level activities align with the Cooperation Framework (see sub-recommendation 4.1) and should engage the Resident Coordinator and UNCT when developing their country programming instruments. However, the formal requirement for Resident Coordinator to confirm the “derivation” of Cooperation Framework “outcomes” should be discontinued (and replaced by measures proposed in sub-recommendation 1.2).

The joint workplan should be reformulated (and renamed) to become a more focused operational plan for a smaller number of more strategic UNCT responses targeted to the highest national priorities, delivered through appropriate combinations of joint/coordinated programmes, integrated policy advice, investment strategies, and enhanced partnerships with non-UN development partners. It should no longer encompass all United Nations activities or attempt to create a single United Nations results framework which seeks to connect every activity to the Cooperation Framework outcomes as “sub outputs”.

The Resident Coordinator should have a leading role in facilitating the implementation of the reformulated (and renamed) joint workplan, including on coordination, engaging with external stakeholders, and supporting the joint mobilisation

- (2) Aiming to preserve the UN’s ability to provide a transparent overview of all UN activities and results in a specific country in the realm of sustainable development.
- (3) Ensuring UNSDG entities continue to align country programmes to the Cooperation Frameworks and ensuring the engagement of the RC and UNCT when developing entity country programmes.
- (4) Adjusting the formal requirement for Resident Coordination (RC) letters certifying outcome “derivation” with a revised process, to be determined.
- (5) Reconceptualising joint workplans, potentially to feature a limited number of integrated, strategic interventions targeting the country’s highest sustainable development priorities.
- (6) Ensuring the RC continues to play a leading role in facilitating an enabling environment for the UNCT on CF implementation, including in relation to implementation of normative mandates and through convening UNCT members, engaging external partners, and spearheading joint mobilisation of quality funding for joint initiatives.
- (7) Ensuring UNCT annual results reporting provides transparency of the overall UN spending on sustainable development in country, while spotlighting key results on SDG acceleration priorities.
- (8) Revising CF evaluation guidance to focus on system-wide performance and collective results.

All options will be tabled for UNSDG Principals’ decision.

<p>of quality funding and financing (see recommendation 6, ii).</p> <p>Reporting & evaluation: Annual UNCT Results Reports should continue to provide transparency on the total United Nations contribution in the country but might also spotlight the achievements of the reframed joint workplan. The requirements for Cooperation Framework evaluations should be revised to ensure that they provide more robust assessments of UNCT performance and collective results.</p>	
<p><i>Timeline: by Q4 2025 (to be applied by all UNCTs implementing new or ongoing Cooperation Frameworks from Q1 2026)</i></p>	<p>Action Lead: UNSDG with Secretariat support by DCO Q3 2026</p>
<p>Sub-recommendation 1.2</p> <p>To maximise synergies, reduce duplication and promote more substantive alignment, the UNSDG should commit to and be accountable for greater mutual transparency in relation to all aspects of country-level activities, including funding streams. All entities with country-level activities should share their current workplans, or equivalent documents, (including resource mobilisation plans) with the Resident Coordinator and UNCT, allowing RCOs to provide the UNCT with a mapping of active interventions. This provides transparency on the extent of entities' substantive alignment in real time and throughout the Cooperation Framework cycle, shifting the focus of accountability from</p>	<p>UNSDG response: The UNSDG agrees to harness UN2.0 capabilities, ensuring clearer visibility of each entity's activities and funding at the country level, through <i>inter alia</i> sharing workplans and budgets, with a view to mapping who is doing what, where, and with what actual and anticipated resources. Data protection concerns will be taken into account in this exercise.</p> <p>Overview of individual entity responses:</p> <p>Recommendation accepted by 17 entities (UNOCT, UN-Habitat, IFAD, UNODC, ITC, WHO, DPPA/PBSO, ESCWA, UNAIDS, ILO, WMO, UNFPA, UNDRR, ESCAP, UNRWA, DESA, UNOPS)</p> <p>Recommendation partially accepted by 16 (UNICEF, UNCDF, IOM, UNESCO, UNECE, FAO, WFP, UNEP, UNOPS, UNHCR, UNDP, ITU, UN Women, UNCTAD, ECLAC, UNIDO, OHCHR)</p> <p>Recommendation not accepted by 1 (UNOCHA)¹</p>

¹ The recommendation is marked as not accepted by OCHA as OCHA does not engage in operational development activities and its participation in the UNSDG is without prejudice to its role and responsibilities under General Assembly resolution 46/182 and related resolutions

<p>programming documents and the design phase to the implementation phase.</p>		
<i>Timeline: by Q1 2026</i>	Action Lead: UNSDG with Secretariat support by DCO, individual UNSDG entities	
Sub-recommendation 1.3 <p>To ensure enhanced responsiveness to each country's specific context, United Nations country teams and Resident Coordinators should have the flexibility to adapt elements of the Cooperation Framework cycle to fit their specific context (building upon common minimum requirements). For example, there should be flexibility for the UNCT to determine what coordination mechanisms are needed to drive collective delivery.</p>	Accepted <p>The UNSDG accepts this recommendation, while mindful of UN entity country programme protocols, and will adjust policy and CF guidance to enable UNCTs, under RC leadership and in consultation with HQs and regional platforms, to tailor elements of the Cooperation Framework cycle and coordination arrangements to local needs, while meeting core minimum requirements including the UN system's core normative frameworks.</p>	
<i>Timeline: Q1 2026</i>	Action Lead: UNSDG with Secretariat support by DCO	Q1 2026

<p>Recommendation 2</p> <p>The UNSDG should take action to deliver on the strategic ambition for a more agile United Nations development system with a “needs based, tailored country presence” to “ensure the best configuration of support” (A/RES/72/279) and provide capacity at the point of delivery. In doing this, the UNSDG should recommit to and deliver on the Secretary-General’s proposals for “more creative models of physical presence” (A/72/684-E/2018/7).</p> <p>The UNSDG needs to consider, collectively, how it can provide, with greater agility and flexibility, the required capacities at country level to respond to national priorities. The evaluation notes that UNSDG entities are already reconsidering their business models including capacities at the country, regional and global levels. It is important that UNSDG entities use this opportunity to collaborate and take joint decisions to optimise the configuration of capacities to meet country level priorities to minimise gaps, reduce duplication and maximise synergies across the global UNSDG footprint.</p>	<p>Accepted</p> <p>The UNSDG accepts the recommendation and reaffirms its commitment to a more agile, needs-based UN country presence, consistent with GA resolution 72/279. To ensure the most effective configuration of support the UNSDG will agree on parameters, including clear roles and responsibilities, for ensuring a needs-based, tailored country presence, meeting the core minimum requirements (listed in the chapeau), <i>inter alia</i> taking into account the situation of non-resident agencies, including their regional assets, as well as the importance of building on UN80 processes and the review of business models.</p>
<p><i>Timeline: Q4 2025 – Q4 2026</i></p>	<p>Action Lead: UNSDG with secretariat support by DCO, with decisions taken following recommendations of the UN system-wide working group on country configuration and regional reset</p> <p>Q4 2025 to Q4 2026</p>

<p>Sub-Recommendation 2.1</p> <p>The UNCT configuration exercise, as a mandatory step in the Cooperation Framework cycle, and typically a one-off moment at the country level, should be discontinued. It should be replaced by more comprehensive mapping of the full footprint and capacities of the UNCT, which enhanced transparency standards and improved information management systems should provide (see sub-recommendations 1.2 and 3.1).</p>	<p>The UNSDG accepts the recommendation and will discontinue the stand-alone UNCT configuration exercise within the Cooperation Framework cycle. It will be replaced by a periodic system-wide mapping of UNCT and RCO capacities to ensure the UN footprint is context driven.</p>	<p>Accepted</p>
<p><i>Timeline: Q4 2025</i></p>	<p>Action Lead: UNSDG with secretariat support by DCO, with decisions taken following recommendations of the UN system-wide working group on country configuration and regional reset</p>	<p>Q4 2026</p>
<p>Sub-Recommendation 2.2</p> <p>Decisions on UNCT configuration to respond to the Cooperation Framework should be elevated to dialogue at the relevant level of decision making, while remaining grounded in the response to national priorities and requests of the host government. This should encompass the resident and non-resident capacities needed to deliver the Cooperation Framework, engaging Resident Coordinators and entity regional/headquarters directors (as appropriate) and facilitated by DCO. This formal dialogue should take place at the start of Cooperation Framework implementation and be subject to regular review.</p>	<p>The UNSDG accepts the recommendation and will institute a periodic dialogue between Resident Coordinators and relevant agency senior leadership (including at regional or headquarters levels) to jointly review the optimal UNCT setup as an input to entity-specific final decision on their in-country and non-resident configuration, to deliver on the Cooperation Framework.</p>	<p>Accepted</p>
<p><i>Timeline: Q4 2025</i></p>	<p>Action Lead: UNSDG with secretariat support by DCO, with decisions taken following recommendations of the UN system-wide working group on country configuration and regional reset</p>	<p>Q4 2026</p>

<p>Sub-Recommendation 2.3</p> <p>The UNSDG should collectively establish creative models for short-term and long-term physical presence at the country level which may include: revision or clarification of options for hosting and representation of UNSDG entities within other entities or in RCOs, system-wide expert rosters and/or surge capacities, or fee-for-service models. Progress in delivering system-wide efficiencies (see recommendation 5) would facilitate the introduction of these kinds of changes.</p>	<p>Accepted</p> <p>The UNSDG accepts this recommendation and will pursue innovative models of UN presence to increase agility, in alignment with UN80 initiatives and country typologies, and considering all relevant mandates.</p>
<p><i>Timeline: Q4 2026</i></p>	<p>Action Lead: UNSDG with secretariat support by DCO, with decisions taken following recommendations of the UN system-wide working group on country configuration and regional reset</p>
<p>Recommendation 3</p> <p>Support systems for development coordination should be rebalanced to facilitate implementation at the country level. The Cooperation Framework guidance and Management and Accountability Framework should be revised to strengthen mutual accountability and transparency, to streamline systems, and reduce transaction costs for UNCTs.</p>	<p>Accepted</p> <p>The UNSDG accepts this recommendation. We will undertake a focused revision of the Cooperation Framework Guidance and the Management and Accountability Framework (MAF) (the latter already under way), to enhance mutual accountability.</p>
<p><i>Timeline: Q4 2026</i></p>	<p>Action Lead: UNSDG with Secretariat support by DCO</p>

<p>Sub-Recommendation 3.1</p> <p>The UNSDG should revise the Management and Accountability Framework and Cooperation Framework guidance as necessary to provide greater clarity in critical areas identified by the evaluation. Most importantly, revisions should set clear expectations in relation to horizontal/collective accountability and establish minimum standards of transparency in relation to all aspects of country level activities, including sharing of entity work plans and resource mobilisation plans (see sub-recommendation 1.2).</p>	<p>The UNSDG accepts this sub-recommendation, noting that the Management Accountability Framework (MAF) is currently under review. Revisions will clarify roles, expectations and mutual accountabilities in the areas highlighted by the evaluation.</p>	<p>Accepted</p>
<p>Timeline: Q1 2026</p>	<p>Action Lead: UNSDG with Secretariat support by DCO</p>	<p>Q1 2026</p>
<p>Sub-recommendation 3.2</p> <p>DCO should review its operations and staffing at all levels to shift the focus to the delivery of collective results.</p> <p>At headquarters and regional level, DCO should reorient focus toward the facilitation of implementation, horizontal engagement with UNSDG entities and external partners, and away from vertical quality control, monitoring and compliance; it should prioritise sharing learning and good practice with UNCTs; and it should routinely review and adapt systems/processes to ensure they have the desired impact when applied.</p> <p>At the country level, a more flexible and bespoke approach to RCO composition in response to context should also be considered.</p> <p>DCO should continue to prioritise the deployment of Resident Coordinators with high quality leadership skills and ensure that performance management</p>	<p>DCO accepts this recommendation in principle and further notes that its orientation has continually been to enable effective delivery of results on the ground. DCO continues to prioritize facilitating Cooperation Framework implementation, including actively sharing learning and best practices with country teams, and to streamlining UNSDG procedures to ensure they add value on the ground, where applicable. DCO will also continue to substantively assess and monitor whether processes in place are achieving the anticipated results and aligned with UN accountabilities to report on the mandates contained in General Assembly 72/279 and subsequent resolutions of the General Assembly, including the QCPR. With respect to DCO staffing and operations, efforts are underway at present to recalibrate DCO. The relevant information will be presented in the report requested by the General Assembly in 79/258. DCO will continue to invest in high-calibre RC leadership – through rigorous selection and training – and will continue to strengthen performance management and support systems that encourage RCs to be outward-facing conveners and agenda-setters.</p>	<p>Accepted</p>

<p>and support systems incentivise their outward-facing, agenda-setting and convening function.</p>		
<i>Timeline: by Q1 2026</i>	Action Lead: DCO under the leadership of UNSDG Chair	End of Q4 2026
Sub-Recommendation 3.3 <p>To enhance the contribution of regional capacities to the implementation of Cooperation Frameworks, the UNSDG should review regional support structures and coordination mechanisms and develop clear proposals to improve responsiveness to requests for support from UNCTs and programme country governments.</p>	<p>The UNSDG accepts this recommendation. Regional support structures and coordination mechanisms (including Regional Collaborative Platforms, Issue Based Coalitions and the Peer Support Groups) will be reviewed in the context of the revision to the regional section of the Management and Accountability Framework, with a view to enhance their responsiveness to requests for support from UNCTs and programme country governments, building upon support extended by UNSDG entity regional offices. Any outcome of such review will take into account outcomes from the UN80 reform process.</p>	Accepted
<i>Timeline: Q2 2026</i>	Action Lead: UNSDG with secretariat support by DCO, with decisions taken following recommendations of the UN system-wide working group on country configuration and regional reset	End of Q4 2026

<p>Sub-recommendation 3.4</p> <p>UN DESA and DCO, in line with QCPR 79/226, should rationalize and streamline the monitoring frameworks for the QCPR and the Resident Coordinator system results framework and associated United Nations system-wide monitoring frameworks, ensuring that these are more strategic and focused on the achievement of results rather than the design stage and compliance with process.</p>	<p>In line with GA resolution 79/226, UN DESA and DCO will closely collaborate to rationalize and streamline system-wide monitoring frameworks for the QCPR and the Resident Coordinator system. In developing the 2025–2028 QCPR monitoring framework (already underway), UN DESA, in collaboration with DCO, will ensure it is strategic and results-focused, emphasizing outcomes and collective impact rather than process compliance. DCO will streamline indicators and reporting for the updated RC system results framework and ensure alignment and complementarity with the QCPR monitoring framework. By Q4 2025, a strategic and focused set of QCPR monitoring framework performance measures will be rolled out, that capture results of UNCT delivery to countries in support of the 2030 Agenda commitments. These efforts will also encompass harmonizing and streamlining associated monitoring frameworks on UNDS reform, as requested by the 2024 QCPR OP81, to further enhance oversight by Member States. This will enable better Member State understanding of progress and inform their guidance to the UN development system to continuously increase its impact</p>	<p>Accepted</p>
<p><i>Timeline: by Q3 2025</i></p>	<p>Action Lead: DCO and DESA, under leadership of UNSDG</p>	<p>End of Q3 2025</p>
<p>Recommendation 4</p> <p>UNSDG Principals should introduce and enforce changes within their entities to ensure that accountabilities and incentives at all levels are aligned with the ambitions of a new generation of UNCTs. These should drive greater transparency, mutual accountability and associated behavioural changes, including dual accountability of entity heads, within the UNCT.</p> <p>A combination of measures is needed to strengthen accountability and incentives to encourage entities to better integrate the spirit and the letter of the United Nations development system repositioning.</p>	<p>Recommendation accepted by 19 entities (UNOCT, UNICEF, UN-Habitat, UNCDF, UNODC, WFP, ITC, IOM, UNEP, UNOPS, DPPA/PBSO, UN Women, DESA, UNAIDS, UNFPA, UNDRR, UNIDO, OHCHR, ESCAP)</p> <p>Recommendation partially accepted by 13 (UNESCO, UNECE, FAO, UNHCR, UNDP, ITU, ESCWA, ILO, UNCTAD, WMO, ECLAC, IFAD and UNRWA)</p> <p>Recommendation not accepted by 2 (WHO, UNOCHA)</p>	

<p>This is based on the recognition that the vision of a new generation of UNCTs cannot be achieved by the actions of UNCT members alone, as acknowledged by the Secretary-General in the 2017 repositioning reports. A renewed focus on robust accountabilities and stronger incentives for a more coherent and agile United Nations development system is required at all levels. This includes at the levels of UNSDG Principles, regional directors and entity heads and staff at country level. To be effective in changing behaviours, measures need to be integrated into existing systems and structures.</p>	
<p><i>Timeline: Immediate/ongoing and by Q4 2026</i></p>	<p>Action Lead: Individual UNSDG entities</p>
<p>Sub-recommendation 4.1</p> <p>UNSDG entities should ensure that global strategic plans, results frameworks and business models are aligned to fully integrate development system reform ambitions. They should clarify relationships between entity-specific priorities and system-wide performance (including how they will demonstrate substantive alignment with and contribution to Cooperation Frameworks) and create high-level accountability for joint work and collective results.</p>	<p>Recommendation accepted by 25 entities (UNOCT, UNICEF, UN-Habitat, UNCDF, IOM, UNESCO, UNODC, WFP, ITC, UNEP, UNOPS, DPPA/PBSO, UNDP, UN Women, DESA, UNAIDS, ILO, WMO, ECLAC, UNFPA, UNDRR, UNIDO, OHCHR, ESCAP, UNRWA)</p> <p>Recommendation partially accepted by 7 (IFAD, UNECE, FAO, UNHCR, ITU, ESCWA, UNCTAD)</p> <p>Recommendation not accepted by 2 (WHO, UNOCHA)²</p>
<p><i>Timeline: Ongoing, to be initiated within the upcoming strategic planning cycle (for example, 2026-2029 strategic plans for the United Nations Funds and Programmes)</i></p>	<p>Action Lead: Individual UNSDG entities</p>

² The recommendation is marked as not accepted by OCHA, as OCHA does not engage in operational development activities, and its participation in the UNSDG is without prejudice to its role and responsibilities under General Assembly resolution 46/182 and related resolutions

<p>Sub-recommendation 4.2</p> <p>UNSDG entities should embed reform-related accountabilities and system-wide indicators in performance management systems at all levels (i.e. including senior leadership compacts at executive head level, as well as regional and country-level staff) and remove accountabilities/incentives that run counter to reform ambitions.</p>	<p>Addressed to individual UNSDG entities:</p> <p>Recommendation accepted by 19 entities (UNOCT, UNICEF, UN-Habitat, UNODC, WFP, ITC, UNEP, UNOPS, UNHCR, DPPA/PBSO, UN Women, UNAIDS, ECLAC, UNFPA, UNDRR, OHCHR, ESCAP, IOM, DESA)</p> <p>Recommendation partially accepted by 14 (IFAD, UNCDF, UNESCO, UNECE, FAO, UNDP, ITU, ESCWA, ILO, WMO, UNIDO, and UNRWA)</p> <p>Recommendation not accepted by 3 (WHO, UNOCHA, UNCTAD)³</p>
<p><i>Timeline: by Q4 2026</i></p>	<p>Action Lead: Individual UNSDG entities</p>
<p>Sub-recommendation 4.3</p> <p>At the country-level, UNSDG entities should fully and systemically open UNCT member performance appraisal processes to input by the Resident Coordinator. More broadly, all UNSDG entities should institutionalise 360-degree appraisal for all staff to seek inputs from key United Nations colleagues to strengthen mutual/horizontal accountabilities and promote collaboration.</p>	<p>Addressed to individual UNSDG entities:</p> <p>Recommendation accepted by 16 entities (UNOCT, UN-Habitat, IOM, UNODC, UNECE, WFP, UNOPS, UNHCR, DPPA/PBSO, UN Women, UNAIDS, ECLAC, UNFPA, UNDRR, OHCHR, DESA)</p> <p>Recommendation partially accepted by 14 (UNICEF, IFAD, UNCDF, UNESCO, FAO, ITC, UNEP, WHO, UNDP, ILO, WMO, UNIDO, ITU, and UNRWA)</p> <p>Recommendation not accepted by 4 (UNOCHA, ESCWA, UNCTAD, ESCAP)⁴</p>
<p><i>Timeline: by Q4 2026</i></p>	<p>Action Lead: Individual UNSDG entities</p>

³ The recommendation is marked as not accepted by OCHA, as OCHA does not engage in operational development activities, and its participation in the UNSDG is without prejudice to its role and responsibilities under General Assembly resolution 46/182 and related resolutions

⁴ The recommendation is marked as not accepted by OCHA, as OCHA does not engage in operational development activities, and its participation in the UNSDG is without prejudice to its role and responsibilities under General Assembly resolution 46/182 and related resolutions

<p>Recommendation 5</p> <p>The UNSDG and its member entities should address priority efficiency and business operations initiatives to improve the enabling environment for collaboration within UNCTs and remove persistent institutional barriers and disincentives. Further integration and harmonisation of services is required across functional areas including HR, procurement, administration, ICT, logistics and finance, as well as harmonisation (or interoperability) of systems that support planning, implementation, management, monitoring and reporting, taking into consideration the following:</p> <p>The UNSDG Business Innovations Group should identify and drive uptake of priority measures to remove persistent barriers for collaboration and personnel mobility for a more agile United Nations development system at the country level.</p> <p>Full application of the principle of mutual recognition within the United Nations system through the implementation of the recommendations made by the Joint Inspection Unit (JIU/REP/2024/4).</p>	<p>UNSDG response: The UNSDG accepts this recommendation and will intensify efforts through the UNSDG Business Innovations Group (BIG) to harmonize services and foster the enabling conditions towards the elimination of institutional barriers against collaboration. This includes the BIG coordinating with the HLCM on mutual recognition and its operationalization through, <i>inter alia</i>, pursuing deeper integration or interoperability of our systems in human resources, which includes personnel mobility, and procurement, administration, ICT, logistics and finance. The UNSDG is committed to eliminating disincentives that make working together difficult, thereby freeing country teams to focus on results rather than internal procedures. These efforts will also build on the recommendations of the 2024 Joint Inspection Unit report on the operationalization of the principle of Mutual Recognition.</p> <p>Overview of individual entity responses:</p> <p>Recommendation accepted by 27 entities (UNOCT, UNICEF, UN-Habitat, IFAD, UNCDF, IOM, UNESCO, UNODC, WFP, ITC, UNEP, UNOPS, UNHCR, DPPA/PBSO, UNDP, UN Women, UNAIDS, UNCTAD, WMO, ECLAC, UNFPA, UNDRR, UNIDO, OHCHR, ESCAP, DESA, and UNRWA)</p> <p>Recommendation partially accepted by 5 (UNECE, FAO, WHO, ITU, ILO)</p> <p>Recommendation not accepted by 2 (UNOCHA, ESCWA)⁵</p>
<p>Timeline: Q3 2025 - Q4 2026</p>	<p>Action Lead: UNSDG and Individual UNSDG entities</p> <p>Q4 2026</p>
<p>Recommendation 6</p> <p>Member States and other funders are encouraged to improve the quality of funding available to the United Nations development system, including through flexible, core and pooled contributions.</p>	<p>Addressed to Member States</p>

⁵ The recommendations are marked as not accepted by OCHA as they do not engage in operational development activities and that its participation in the UNSDG is without prejudice to its role and responsibilities under General Assembly resolution 46/182 and related resolutions.

UNSDG entities are encouraged to develop more effective approaches to accelerate progress on Funding Compact commitments.	
<i>Timeline: by Q4 2026</i>	
Sub-recommendation 6.1 To better align funding decisions at the country level with Funding Compact commitments, Member States may consider reviewing their internal resource allocation processes and take steps to ensure that all their staff who engage with the United Nations development system are fully aware of these Compact commitments.	Addressed to Member States
<i>Timeline: by Q4 2026</i>	
Sub-Recommendation 6.2 Resident Coordinators should play a better recognised and supported leadership role in joint resource mobilisation for the UNCT, to convene UNSDG entities, national stakeholders and funders around the priorities of the Cooperation Framework, including through better use of country level funding dialogues as a key tool (see recommendation 1.1 ii).	Accepted The UNSDG and DCO accept this recommendation. The revised Management and Accountability Framework and Cooperation Framework guidance will clarify the expectations on the RCs' role in joint resource mobilization and in convening country-level funding dialogues.
<i>Timeline: Q1 2026</i>	Action Lead: UNSDG, coordinated by DCO From Q1 2026
Sub-recommendation 6.3 UNSDG entities should develop more effective approaches to accelerate progress on Funding Compact commitments at the country level.	Recommendation accepted by 25 entities (UNOCT, UNICEF, UN-Habitat, IFAD, UNCDF, IOM, UNESCO, UNODC, WFP, ITC, UNEP, UNOPS, UNHCR, DPPA/PBSO, UNDP, UN Women, ESCWA, UNAIDS, ILO, UNCTAD, UNFPA, UNDRR, OHCHR, DESA, and UNWRA) Recommendation partially accepted by 6 (UNECE, FAO, WHO, WMO, UNIDO, and ITU) Recommendation not accepted by 3 (UNOCHA, ECLAC, ESCAP) ⁶

⁶ The recommendation is marked as not accepted by OCHA, as OCHA does not engage in operational development activities, and its participation in the UNSDG is without prejudice to its role and responsibilities under General Assembly resolution 46/182 and related resolutions

<p>Timeline: from Q1 2026</p>	<p>Action Lead: UNSDG entities</p>
<p>Recommendation 7</p> <p>The evaluation encourages Member States to provide more effective and coherent oversight and guidance with more consistent engagement on the collective performance of the United Nations development system (in accordance with A/RES/72/279 and resolutions on the QCPR); both through their engagement as programme country governments and in their roles in legislative and governing bodies, taking into consideration the following suggestions:</p> <p>Programme country governments are encouraged to set out clear expectations and to hold UNCTs to account for the collective action and results delivered throughout the Cooperation Framework cycle.</p> <p>UNSDG entity legislative and governing bodies are encouraged to enhance ways of working to more clearly and consistently hold UNSDG entity leadership to account for: their performance in responding to the ambition of the reforms; and for implementation of the recommendations made by this evaluation.</p> <p>Member States are encouraged to consider how to provide more effective and coherent oversight and guidance in legislative and governing bodies to encourage the United Nations development system to make greater progress on the reform ambitions, ensuring that there is consistency in their engagement and messaging. Opportunities for adjustments include: responses to the 2023 report</p>	<p>Addressed to Member States</p>

of the Joint Inspection Unit on governance and oversight provided by the New York Executive Boards (JIU/REP/2023/7), and consideration of the strengthened role for ECOSOC in oversight of the development system (A/RES/78/285).

Timeline: It is suggested that Member States initiate these actions as soon as possible and seek to implement them on an ongoing basis.

Entity-specific management responses – Overview

DPPA/PBSO	A	A	A	A	A	A	A
FAO	PA						
IFAD	A	PA	PA	PA	PA	A	A
ILO	A	PA	A	PA	PA	PA	A
IOM	PA	PA	A	PA	A	A	A
ITC	A	A	A	A	PA	A	A
ITU	PA						
OHCHR	A	A	A	A	A	A	A
UN DESA	A	A	A	A	A	A	A
UN ECLAC	PA	PA	A	A	A	A	X
UN ESCAP	A	A	A	A	X	A	X
UN ESCWA	A	PA	PA	PA	X	X	A
UN Women	PA	A	A	A	A	A	A
UN-Habitat	A	A	A	A	A	A	A
UNAIDS	A	A	A	A	A	A	A
UNCDF	PA	A	A	PA	PA	A	A
UNCTAD	PA	PA	PA	X	X	A	A

1.2. Importance of transparency standards

4. Accountabilities and incentives within UNSDG entities

4.1. Strategic planning, business models, results frameworks

4.2. Performance management at all levels

4.3. UNCT and RC appraisals

5. Removing institutional obstacles

6.3. UNCT joint resource mobilization

Accepted (A) Partially Accepted (PA) Not Accepted (X)

Entity-specific management responses – Overview (continued)

UNDP	PA	PA	A	PA	PA	A	A
UNDRR	A	A	A	A	A	A	A
UNECE	PA	PA	PA	PA	A	PA	PA
UNEP	PA	A	A	A	PA	A	A
UNESCO	PA	PA	A	PA	PA	A	A
UNFPA	A	A	A	A	A	A	A
UNHCR	PA	PA	PA	A	A	A	A
UNICEF	PA	A	A	A	PA	A	A
UNIDO	PA	A	A	PA	PA	A	PA
UNOCHA	X	X	X	X	X	X	X
UNOCT	A	A	A	A	A	A	A
UNODC	A	A	A	A	A	A	A
UNOPS	A	A	A	A	A	A	A
UNRWA	A	PA	A	PA	PA	A	A
WFP	PA	A	A	A	A	A	A
WHO	A	X	X	X	PA	PA	PA
WMO	A	PA	A	PA	PA	A	PA

1.2. Importance of transparency standards

4. Accountabilities and incentives within UNSDG entities

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